# Effect of social networking sites addiction on employees' work performance and personal values in selected companies in National Capital Region (NCR)

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## Title of the thesis

"Effect of social networking sites addiction on employees' work performance in selected companies in National Capital Region (NCR)."

## Introduction

If we date back, the Internet has its origin in information theory. In addition, it has timeless effort of computer scientists and engineers around the world that they were able to build such an interconnected network across National boundaries. It can be referred to the worldwide interconnected network of computers in which any person, if permitted, is allowed to draw information from any other computer links together. It can be classified as a revolution which is taking over the world and nothing will ever be the same again (Dinnick,2000).

Social media can be defined as an interactive platform on which individuals share or exchange information in virtual communication and various networks. The explosion of social media has changed today the way people communicate with each other weather professionally or personally. With the influx of new generation devices like smart phone and smart watches, these high-tech instruments provide immediate and continuous access to individuals various social networking accounts simultaneously giving notifications, and various other activities.

## Social Networking

Social networking has over a time has become an indispensable method of communication. It has grown beyond geographical & cultural barriers. The social networking platforms have basically changed the way individuals connect and communicate with each other, let it be an informal communication between friends or formal communication of

employees with the company. It has changed the entire contact process through the inclusion of digital media forums like chat applications, emails and several other platforms. All social networking applications have the typical characteristics of being straightforward, self-organised, and supposedly effective in providing a platform to communicate and share emotions and thoughts of an individual. It offers users the ability to exchange ideas, memories, and interests. Such groups can be formal or informal and can be intentional, unintentional.

Social networking sites are virtual communities where users create public profiles which can be viewed by others, interact with friends, and meet other people based on shared interests (Kuss & Griffiths, 2011). Boyd and Ellison (2008), in their studies provided an extensive review of literature, giving out the history of social networking sites. They also pointed out that Facebook is one among the most popular social networking site. SNS's are web-based services that allow individuals to construct a public or semipublic profile within a bounded system, articulate a list of other users with whom they share a connection, and view and traverse their list of connections and those made by others within the system. A significant group of users of social networking sites is adolescents, teenage children and working professionals.

## Addictive Social Networking Site Behavior

Addiction in a very broad sense can be explained as a neuro-psychological disorder in which the individual has a strong urge to engage in a certain behavior again & again despite knowing that it has various negative effects and can cause substantial harm both physically and psychologically. It encompasses a number of compulsive behaviors which may include gambling, drugs, or sex, at one end, to the use of social media, shopping or eating /carving for food at the other end.

Griffiths (2005) in his studies has explained addictive behavior as any such behavior that features among these six core components of addiction i.e., “salience, mood modification, tolerance, withdrawal symptoms, conflict, and relapse”. To explain how the individual develops of social networking site addiction, Turel and Serenko (2012) gave out three theoretical perspectives:

I. Cognitive-Behavioral Model—This model explains “learning processes” play a important role in the developing and sustaining of addictive behaviors and that “abnormal” social networking arises from maladaptive cognitions and is increases by many folds due to various environmental factors, which eventually results in addictive social networking.
II. Social Skill Model—This model lays stress that “abnormal” social networking behavior arises because people lack “self-presentational skills” and they prefer virtual communication with others rather than having face-to-face interactions. This type of preference of virtual leads an individual to compulsive and/or addictive use of social networking.
III. Socio-Cognitive Model—This model explains that “abnormal” use social networking builds up due to unrealistic expectation of positive outcomes, added by “Internet self-efficacy” and lack of “Internet self-regulation”, which eventually leads to compulsive and/or addictive social networking behaviour.

Xu and Tan (2012) based on the above three models, suggested that the transformation of an individual from normal to problematic social networking use occurs when he/she views social networking as an important process to relieve stress, loneliness or even depression. Xu and Tan also stressed that people who very frequently engage in social

networking are low at socializing in real life. To such people as usage social media provides satisfaction life self-efficacy or even gratification as such, they end up involving themself more and more in such virtual activity which eventually leading to higher issues related to social media addiction like moving away from real world life, severely affecting their real-life relationships, even problem at work place or educational conflicts. This continuous increase in such problems eventually result in undesirable moods, thereby leading individuals to engage more in the social networking as a way of relieving dysphoric mood states. When social network users repeat this cyclical pattern of relieving undesirable moods with social media use, the level of psychological dependency on social networking increases.

As per Dr Joanna Lipari, a clinical psychologist at University of California, there are five indications that reveals that an individual is addicted to Facebook ("Are you suffering," 2010).

I. Individual cut down his/her sleep over Facebook and that impacts his/her daily routine activity.
II. Individual starts to spend more than an hour on Facebook.
III. Individual become obsessed with his/her old loves and start revisiting their profile and gradually it starts to affect his/her current relationship status.
IV. Very often individual start using Facebook during office hours and thus start prioritizing social networking sites over his/her work.
V. The very thought of not able to visit Facebook or any social networking sites causes anxiety and stress in an individual.

**Work Performance**:

It is how best an individual performs work, task or responsibility that has been assigned to him/her. It examines if person has performed his/her job well. The job may include both tangible things such as meeting targets or intangible things such as communication. It is accomplishing the assigned tasks for achieving organization's goal. The performance report gives an indication that how well an employee is executing the expected work activities to meet organizational goals.

Task performance support the core of any organization either by executing its processes or by maintaining its required services. Work performance is associated with the ability of the employees being fully aware of assigned tasks/targets, fulfilling these tasks and achieving assigned targets or accomplishing a standard set of tasks for the organization. This performance is directly related to the working efficiency of the employee. The employees' performance increases if there is a mechanism of stress reduction at the workplace. Organizations whose awareness with respect to this fact is more have fully concentrated on the such factors that affect the employees' job performance. There are number of internal and external factors that affect job performance of an employee in an organization. Few of the important internal factors could be Individual ability, his/her knowledge and skill. Certain external factors could be the working environment, characteristics/type of assigned tasks to an employee, incentive on completion of task, organizational structure and HRM practices and so on. Several studies have examined the dimensions of employees' job performance as "task performance", "contextual performance", "adaptive performance", "creative performance", and "agility performance".

I. Contextual performance: These are the behavioral patterns that help support the social and psychological context in which task activities are performed. It includes behaviors of the employees for various activities apart from their core job, such as helping and supporting the colleagues at office, showing inquisitiveness towards new learning, sharing of information with other colleagues, sharing of additional responsibilities which are in addition to one's own responsibilities, coordinating with subordinates, following the laid down rules, and putting extra efforts . This performance contributes to help, cooperate and suggest methods to improve the organizational processes.

II. Adaptive Performance: It is how a flexible and versatile employees understand and adopt to changes happening in the organization. The support at workplace increases commitment, which enhances individual as well as collective performance of its employees. Various researchers have classified it as "new way of task learning, handling stress at working, adaptability of new technologies and procedure, problem solving and interpersonal adaptability".

III. Creative Performance: It is one's ability to generate new products, procedures or ideas that are viewed as original and useful. Manager asses an employee's on his/her contribution towards creative performance. Creativity of employee positively contributes towards the output of organization. Employees having strong social interaction at workplace, are more positive, more productive and have more creative attitude at workplace.

IV. Agility Performance: It can be defined as the ability of an individual to adapt changes for his/her personal growth as well as for organizational benefits. When the employee is comfortable with change, new idea and change in technology and shows his/her inclination towards continuous learning. Dimensions of agility performance are “proactivity, resilience and adaptability”. These dimensions force an employee to challenge themselves by enhancing their skills through continuous learning.

## Social Media: Pros and Cons

Social media has become part and parcel of our daily life. Use of social media at workplace has evolved in recent years and is now an accepted norm. It has almost become a necessity for every organization as it helps the organization to understand and meet the requirements of their customers, which is dynamic in nature and keep changing over time as per the latest trend. Various research indicates that 80% of employees use social media platforms in the workplace. The various social media platforms used by employees at the workplace include Facebook, Snapchat, LinkedIn, Blogs and Wikis, YouTube, Google+, Flickr and many more. Regardless of which types of social media an employer may use to meet business goals and requirements, it is now becoming an accepted norm though with a pinch of salt.

## Advantages of using social media at the workplace

I. Improves Employee Engagement: As per one of the studies conducted, the use of social media at the workplace for less than 20% of its employees’ work hours, in help increase individual productivity by up to 9%. The use of social media at work

improves the satisfaction level of employees as well as boosts their morale.

II. Boosts Organizational Productivity: As per the studies conducted by Mckinsey Global Institute, 72% of the companies are using social media to its advantage however it is not being used to its full potential. If a company is able to utilize the power of social media to its full potential there is a likelihood that their overall productivity will increase by 20 to 25%. employees can share ideas and make the processes much faster and efficient which can boost productivity.

III. Improve Brand Awareness and Reputation: With proper guidance on use of social media and adequate awareness of employees, they can be encouraged to post how much they enjoy their work and how much they are satisfied with their jobs. They can also be encouraged to share certain interesting contents which will help through the company's brand image, that will not only attract the best talent available but also draw attention of existing as well as probable customers about their product and services.

IV. Allow employees to take much needed mental breaks: Various studies have shown that regular mental breaks boost productivity of employees. Social media helps employees take much needed breaks without extracting workflow and disturbing other employees.

V. Helps build better relationships and stronger team bonding: social media is being considered the easiest way to communicate across all channels, it helps build healthy and better workplace relationships. it not only helps in building new connections but also strengthens the previous connections leading to better organizational teamwork and camaraderie.

VI. Helps in developing various skills with online training methods: various professional social networking sites like LinkedIn have connected with various entrepreneurs and businessmen from various fields which not only helps in gaining knowledge but also helps in developing various skills. There are various online training sessions which give a detailed overview of various aspects at the workplace to include technical as well as non-technical training sessions. This type of training comes at a very cost-effective rate which is not only beneficial to the individual but is also great saving for the organization since they do not have to spend any cost on training the employees.

VII. Helps employees to know the latest in industry across globe: social media has reduced this world into a well-connected global village. Social networking sites help in keeping the employees aware of the latest happenings, not only in their field but also all other similar industries across the globe.

VIII. Easier online recruiting processes for companies: these days most of the companies are hiring their employees by means of online platforms. The traditional way of hiring is a thing of the past. Social media helps in understanding the working culture and environment of a company at the same time it also helps in the process of recruitment of its probable employees. Both the employee and the employer can make quick decisions about the suitability and comfort level with each other.

**Disadvantages of using social media at the workplace**

I. Major distraction affecting productivity: With unchecked excess to social networking sites during working hours, even at times the employees do not realize the time spent on the sides which

otherwise should have been spent on utilized for improving the productivity of the company. It can be a source of distraction which can have a significant impact on engagement. For example, social media usage at workplace leads the employee to misuse of organizational resources, official time, and has often been perceived as an employee deviate from the work place, violating the standard operation procedures of the organization resulting in delay of normal organizational processes.

II. Casual mistakes can affect companies' reputation: A casual act by an employee can have a severe impact on the company's reputation. Such small responsible behaviors can lead to embarrassment and losses for the company. As such, alloying the use of social media at the workplace without strong policies comes with a lot of risk for the company. Many reports suggest that employees who do not have much knowledge or experience in handling social media have committed mistakes which has led to controversies and embarrassments for the companies affecting their reputation.

III. Victim of online attacks for the company: At times employees who do not have the knowledge and experience of cybercrime and they tend to download the social networking websites for their official laptops without taking care of security issues. These downloads come with various viruses and trojans and become more vulnerable to malware which may lead to compromising the company's official and confidential data unintentionally. Social networking sites may cause businesses some concern. Cyber smearing has been one of employers' main concerns.

IV. Expenditure on framing of policies and ensuring cyber security: Companies need to spend a lot of money in order to safeguard

their business secrets and confidential information from various cyber-attacks. They need to frame proper guidelines and policies for allowing their employees to use social media during working hours. They also need to regularly spend money on upgrading the systems with the daily emerging of new types of viruses and cyber-attacks. This type of expenditure drains a lot of financial resources of the company.

V. Risk of exploitation by competitors by posting misleading information: many times, the company's data is being hacked by its competitors Wish not only impacts the daily working of the company but also affects the trustworthiness and reputation of the company. The competitors can use this data to their own advantage and can also be manipulated thereby giving miss leading information about the company. Posting on social networks is vulnerable to cyber-crime by presenting incorrect information to the company involved that leads to abuse, bullying, threats, and embarrassment (Wise, 2009).

VI. Misunderstandings: use of social media can lead to a lot of misunderstandings in case there is any confusion or doubt in the mind of its customers. Live example is a controversy between Snapchat and Snapdeal. While one of the statements was given by Snapchat which was not liked by the general public, people mistook it as Snapdeal which resulted in a lot of uninstalling of the app by its customers.

VII. Bullying and harassment: There are people who use social media unethically for their personal benefits and can create problems in the life of other people or even companies. Few previous studies and the statistics reveal that many employees have been targeted and have been harassed by such individuals. This unethical use of

social media by hackers is on a rise and companies need to safeguard their data and confidential information by use of proper policies and cyber tools.

VIII. Medical Issues. Employees spending more time over the internet and social media tend to develop medical issues like sexual disorders, sleep disorders, stress, and depression all of which ultimately affect their level of productivity.

IX. Legal violations. Employers become more susceptible to charges of discrimination, privacy violations and interference with employees' rights under Section 7 of the National Labour Relations Act, among other violations, when social media is used in the workplace.

## Conceptual Framework

The popularity of the social networking sites increased rapidly in the last decade. This is probably due to the reason that students as well as working professionals used it extensively to get global access. These social networking sites such as Twitter, Facebook, What's App, etc. have become a raging craze for everyone nowadays.

There has been varying effects of these social networking sites. In certain fields these sites have caused potential harm to society. The young individuals become victims of social networks more often than anyone else due to too many distractions. This is because of the reason that when they are studying or searching online, they get attracted to these sites finding them more interesting or to kill the boredom, diverting their attention from their work. Other negative side effects of social networking websites include reduced learning and research capabilities, time wastage, reduction in real human contact, reduced command over

language usage and creative writing skills, low grades leading to loss of motivation among students.

A plethora of studies have been conducted about social networking sites. For instance, North (2010) reviewed literature to explore the benefits and risks using social networking sites in the workplace. The results show a mix response, although some participants find social networking site use to have negative aspects, they believe that its use at work is worthwhile arguing that socializing online while at work will make them happier and, therefore, more productive. The previous researches on these variables motivated the researcher to conduct research on the topic, “To study the effect of social networking sites addiction on employees with reference to their work performance and personal values in selected companies in National Capital Region (NCR).”

**Need and Importance**

SNS (Social Networking Site) has become an intimate part of the daily life of the individuals and they are used to access regularly for a prolong time periods to share their ideas, comments, thoughts or giving any statement regarding commendable and contemporary situation. Social networking sites has its effects on their professional, social and personal values in a positive and negative way.

In our country the usage of Social Networking Sites (SNS) has significantly increased and it certainly has far reached impacts on the professional as well as personal life of the individual. These impacts are so widespread that they caught the attention of scientists worldwide. However, the range of studies conducted to deal with the usage of SNS among professional is negligible in India.

Today the outdoor activities of maximum individuals are almost diminished and are on the downward sliding scale. They crave for going

online even while they have more important works to do. The individuals in today's time are stuck to social networking which has lot of pros and cons. This addiction leads to change in their approach and eventually leads to neglecting their responsibilities and deviating from social responsibilities. On the positive side they develop increased communication by many folds, but also suffer attention deficit due to multi-tasking.

It was found that for majority of respondent’s social networking is not just a means of connect but has become significant part of their lives. It's a way of live for them now and is here to stay for them.

Lot of people know that social networking is addictive and they are using it; but whether they are addicted to it is yet to be inferred. This statement can go a long way in understanding whether it is actually becoming a menace. Hence, the researcher proposes to investigate into the nuances of this situation and deduce its effects on working professionals who use social networking in day-to-day life, and how is it effecting their professional life/ work and their personal values.

## Literature Review

In any research work one of the most important prerequisites is review of related literature it triggers in an individual towards a problem-solving attitude. The aim of review of literature is to update the researchers with the available literature on the subject and also to apprise him/her of the gaps in the current studies on the basis of which he / she can frame his or her coal of future research that may be required to be carried out in that area. It also helps in sharing the existing knowledge which is available in that field and laying the foundation for future studies.

The below mentioned literature was reviewed for the purpose of the proposed study.

I. **Dr Murad Moqbel** in his study “The effect of the use of social networking sites in the workplace on job performance” conducted to study with the three-fold aim. Firstly, it aims to find out whether use of social networking sites at workplace adds value for organizations and how does it affect “job satisfaction, organizational commitment, absenteeism, turnover intention, innovative behavior, and job performance”. Secondly, it examines the above factors affect relationship between intensity of use of social networking and work performance. The third aim is to test the similar model in two culturally different countries i.e., US and Yemen. This study attempts to investigate the psychological processes which explains the linkage between intensity of use of social networking site and job performance through the mediation of organizational commitment, job satisfaction, absenteeism, turnover intention, and innovative behavior. Overall, the results indicate that intensity of use of social networking site at the workplace has a major role in the work outcomes, and ultimately job performance, of working individuals.

II. **Reema Malhotra and Gopal Chandra Mahakhud (2014)** pointed out in their study that social networking sites have completely changed the way individuals are communicating with each other. These online platforms / sites allow the users to make new friends, establish networks with superiors/ colleagues / subordinates and even share personal views with each other. In addition to networking, other activities enjoyed

are gaming, listening to music, or watching movies. It has been observed that most of the individuals do carry their online activities late at night. They are more engaged in communicating with the opposite sex, leading to ignoring of daily activities. In addition, they also like to hide their online activities from others. In case they are not able to connect, only they are feeling frustrated. Use of thematic analysis, socially accepted. Physical maladjustment and various tools for career growth where the most hits sites/ common experience around social networking.

III. **Hosein Jafarkarimi, Alex Tze Hiang Sim, Robab Saadatdoost, Jee Mei Hee (2016)** in their article “Behavioural intention in social networking sites ethical dilemma: An extended model based on theory of planned behaviour” indicated with ever expanding use of social networking sites and the vast flexibility in functionalities which gives adequate choice to the individuals to use the sites in unethical as well as ethical manner. The user of the site always faces a dilemma. The study was conducted to identify the influential factors. It employed theory of planned behaviour and included personal beliefs, moral intensity and sets of legal punishments, etc. The result shows that attitude was the most influential factor followed by subjective norms like personal beliefs and moral intensity. Further the study elucidated that 47% of the respondents who were involved in the survey were Facebook addicts. The studies highlighted that there was not much of a difference from the gender point of you as far as the addiction was concerned. The only major difference that was observed

was on the number of hours spent on the social networking sites including Facebook, which has impacted their ability to fulfil their basic responsibilities. In addition, it has also impacted the communication with their real friends.

IV. **Prof Pranali Patil (2014)** expressed in their article few negative impacts of social networking site like waste of time. Some people keep visiting these sites whole day in order to check for any updates or reply to messages and therefore fail to do anything useful. It divert their attention from their work by various attractive ads, photos & videos but also kill the sadness. It reduces their learning capabilities and they rely on the easily accessible information on these social networking sites.

V. **Sudipta Deb Roy & Dr. Sankar Kumar Chakraborty (2015)** states that tremendous advancement in various features of social networking sites like Facebook, Myspace, Twitter, YouTube, etc, the sites are getting more and more popular among youngsters. As per the study electronic connection among users has become much addictive for this generation. Though these social websites have a positive impact, students when they are required to study tend to waste a lot of their time on these sites. In the presence study the author discusses both the positive and the negative effect of social networking sites on education as well as on the lives of individuals depending on how they prefer to use the sites for their betterment. In addition, students prefer to chat online with friends and unknown faces rather than spending time with their families. The more time they spend on the sites the less time they spend socializing personally in real life.

VI. **Manjunatha S. (2013)** in her study titled “Interpersonal relationships of college students in Bangalore and Mysore city in India” highlighted the influence of social networking sites on interpersonal relationships. The evolution and growth of social networking sites in India and its popularity among students. The study found out that the use of social networking sites has an impact on interpersonal relationships of college students with their families, teachers and their friends. Notwithstanding the above, the study also concluded that the communication between them has increased. The author has highlighted the reasons why college students are so much inclined towards social networking sites and the trustworthiness with their online friends. The author investigated and provided an interesting outlook of the technological implications on society.

VII. **Dr Ke Guek Nee and Dr Wong Siew Fan (2010)** in the present study the author carried out the study with the objective to investigate the impact of social networking sites on adolescence, their social tiles and their mental health. They also focus on the usage pattern and its effect on race and gender. The writer has also focused on social networking site usage with its effect on mental health, social provision, psychological wellbeing and emotional intelligence. The results highlight that social networking site communication is replacing face to face interaction. It also reveals that the more the uses of social networking sites the lower will be the psychological wellbeing.

VIII. **Jenaro et al. (2007)** in his research reveals a high correlation between use of the internet and anxiety or depression among its users. Those with excessive or problematic use of the

internet, symptoms of psychiatric disorders like depression, anxiety, lack of sleep/ insomnia and social dysfunction are generally present.

IX. **Park, Kee & Valenzuela, (2009)** In their study titled "Is there social capital in social networking sites? Facebook use and college students' life satisfaction, trust and participation" focused Facebook which is the most popular social networking site has any relation to behavior and attitude which enhances individual social capital. of use of social Networking sites and life satisfaction including social trust and participation.

X. **Milani, Osualdella and Blasio (2009)** Objective of the study was to verify if there is any relationship that exist between problematic use of the internet, its effect on the quality of interpersonal relationships and the various cognitive strategies which are being used by adolescents in the day today life affecting routine problems. Of the total respondents, 37.6% share problematic use of the internet. The study shows that interpersonal relationships were negatively correlated to the problematic use of the internet including the time spent on the internet.

## Significance of Study

This study is being undertaken to through significant light on the theoretical and practical contributions on the effect of social networking sites on professional life. From the theoretical perspective, this study will help to shed some light on the role of social networking sites in work place. From the practical perspective, findings from this study will help the industries/ companies in developing effective mechanism aimed at enhancing employees' productivity toward their organization. In addition,

it will also help in ensuring the use of internet/ social networking sites in improving the standing of the company in the industry and also improving the personality of the employees.

## Objectives

The objectives formulated for the proposed research work is to study the effect of Social Networking Addiction on work performance output/ work productivity among employees.

## Variables

I. Independent Variables:
   i. Social Networking Sites addiction.

II. Dependent Variable:
   i. Job satisfaction.
   ii. Organizational commitment.
   iii. Job performance.

III. Controlled Variable:
   i. Employees/ working professionals in selected companies in NCR.

## Hypotheses

Following hypotheses have been formulated for the proposed research work:

I. There is no significant effect of Social Networking addiction on Job satisfaction among working professionals.
II. There is no significant gender difference in Job satisfaction of high/low Social Networking addiction among working professionals.
III. There is no significant effect of Social Networking Addiction on Organizational commitment among working professionals.

IV. There is no significant gender difference in Organizational commitment of high/low Social Networking addiction among working professionals.

V. There is no significant effect of Social Networking addiction on work performance among working professionals.

VI. There is no significant gender difference in work performance of high/low Social Networking addiction among working professionals.

## Scope of the Study

Keeping in view the time and resources at the disposal, the study is confined to the companies operating in the National Capital Region. The proposed Study would be confined to the following areas:

I. To study the effect of Social Networking on Job satisfaction among employees (male and female employees)

II. To study the effect of Social Networking on Organizational commitment among employees (male and female employees)

III. To study the effect of Social Networking on work performance output/ work productivity among employees (male and female employees)

## Proposed methodology

**Plan/Research Design -** The present research would involve use of primary data. Analysis would be done using various statistical tools to draw appropriate conclusions. The researcher proposes to use both desk and field work. For the research work experimental method would be used and the following plan would be adopted –

I. A list of companies would be obtained -

i. Government offices in NCR.
ii. Private offices in NCR.

II. Through random sampling the primary sample of working professionals would be selected. For collecting primary data, the researcher proposes to administer a questionnaire to the employees of the selected companies in the National Capital Region.

**Sample Design: -** A proportionate sample would be selected to ensure a representation of companies from different industries. The sample design is given below: -

| **Primary Sample** | | | |
|---|---|---|---|
| Sampling Frame | | | |
| | Male | Females | Total |
| Working professionals from Govt/Semi-Govt offices | 75 | 75 | 150 |
| Working professionals from Private offices | 75 | 75 | 150 |

**Analysis of Data: Tools & Techniques:** The data collected would be subjected to scanning for reliability and consistency. The cleansed data would be analyzed by the use of various statistical and mathematical tools (SPSS software). Correlation, regression, factor analysis and other statistical tools may be used to establish the relation between the various variables considered for this study. Analysis of the obtained results would be done to draw the conclusion of the research.

**Limitations to the Study**

As any research is subject to a sample study that is selective, there is always scope for some differences in the results with a different test

group or audience. As the sample studied was from a selective area i.e. national capital region, it goes to stand that the conclusion may differ in other workgroups or audiences. Therefore, the interpretations or outcome of this study may not be duplicable outside of the reference framework selected.

## Conclusion

As social networking sites' usage has become more widespread, companies have started considering the impact that the use of social networking websites can have on the image and working of their organizations. In this regard, the unmonitored use of social media by the employees poses some risk for the organizations. It is suggested that the use of social media, promoting the use of social media channels, and formation of processes and protection to regulate social media are some effective things organizations do in view of the rise of social media. On the other hand, proper regulation can improve the operational efficiency of the organizations, strengthen their cooperation, and eventually increase their levels of productivity.

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